Aims

Innovative

Increase our international recognition via the volume and quality of research outputs

Increase our research and knowledge exchange income

Become a focus for productivity improvement, impact and enterprise

2025 Strategy

An inspiring,

innovative University of international

renown

International

Recognised as a world-class academic institution CS)

Build strategic research partnerships with othe world-class academic institutions

> Continu<mark>e to provide</mark> a wo<mark>rld-class</mark> student-experience

Growth and Efficiency Sustained studentnumbers growth

An esta<mark>te with</mark> sector-leading condition and functionality

Efficiencies l<mark>ed by a</mark> Digital Transformation agenda

Inspiring Enable all students to become inspiring and enterprising global professionals and achieve career and personal success

Inspire all students to fulfil their potential and achieve the highest academic and professional standards

Create an inclusive globally aware community providing a world-leading and inspiring student experience

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People First

Attract a talented global cademic workforce to deliver and support our growth, vision and values

Recognise contribution and provide a fair and motivational framework to ensure colleagues' engagement for continuous improvement

> Grow an inclusive community of leaders and managers to develop people to achieve excellence

plans and economic contingency Maintain financial strength

Financial Sustainability

Generate sufficient cash

to meet strategic investment

Ensure all Schools and Services maintain financial and operational viability

Values

We will work as a **team** to provide an **excellent** service to all of the **communities** we support. University of HUDDERSFIELD Inspiring global professionals

Key Performance Indicators

Innovative

All academic staff publishing at 2-star level or above (75% at 3-star or above). Institutional average of 10 citations per output

Research income £30m pa, knowledge exchange and innovation income £5m pa Formal links with 5000 unique

businesses and end users, and

15% of all research outputs

created with research

end users

2025 Strategy

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Inspiring TESOF core and supplementary metrics to be at least two points

to be at least two points above benchmark

Differential achievement: No statistical difference for Retention, Highly Skilled Employment and Classifications once benchmarked

University of Huddersfield student engagement score to improve by 20%

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People First

35% of academic staff to ave international experience

University to be in the QoWL sector upper quartile measure for engagement and satisfaction

University to be in the QoWL sector upper quartile measure for good management practice

Financial Sustainability

Minimum 9% of total income as cash generation for sustainability and investment

Remain in the upper quartile amongst all UK HEIs in the HESA Security Index

All Schools and Services to deliver a 3% annual underspend against their devolved revenue budgets International Top 300 Times and QS World University Rankings

140 strategic research collaborations with Top 300 Times or QS institutions and 60% of publications with international collaborators

> Top 2<mark>5% in UK ISB for</mark> "Integration" measures (and Top 10% overall)

CS

Growth and Efficiency

5% pa growth in overall taught-student fee income or consequent efficiency savings

Upper quartile for estate condition and functionality

Reduced cost per transaction and improved user satisfaction in key University processes

Values

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University of HUDDERSFIELD Inspiring global professionals